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PROGRAMME PLANNING: COUNTRY AND INTERCOUNTRY PROGRAMMES AND PROJECTS

FIFTH COUNTRY PROGRAMME FOR CHAD

Note by the Administrator

I. PREPARATORY PROCESS

1. The main events of the programming process for the fifth country programme for Chad were: (a) the mid-term review of the fourth country programme, held in June 1989; (b) the discussions between the Resident Representative, UNDP headquarters and the Government, leading to the preparation of the UNDP advisory note in October 1990; and (c) a workshop held in April 1991 presided over by the Minister of Planning, in which representatives from the Government, technical ministries, parastatals, the University of Chad, UNDP, United Nations specialized agencies, donors and non-governmental organizations discussed the proposals contained in the advisory note.

2. The mid-term review found that the fourth country programme was being executed in a way which met adequately the considerable emergency and reconstruction needs of the country arising from civil strife and social unrest. The programme was also meeting some basic development priorities such as the preparation of the 10-year Orientation Plan (1991-2000) and participation in the preparation and organization of the third round-table conference in 1990. The review concluded that despite the very complex mix of its objectives, the fourth country programme had been proceeding satisfactorily and that by the end of the fourth cycle a good basis would have been laid to move away from meeting emergency needs to addressing full-scale macroeconomic development planning operations during the fifth cycle.

3. The advisory note and the workshop at which it was reviewed confirmed the basic options agreed to by the Government and UNDP for inclusion in the new

country programme. In so far as substantive development objectives were concerned, it was agreed that UNDP technical cooperation resources would, during the fifth cycle, focus mainly on (a) human development, (b) development of the productive resources of the rural and secondary sectors and (c) the strengthening of development management capacity. Agreement was also reached on programming and execution modalities. Hence, through the round-table process, the programme approach would be adhered to with regard to all resources provided by UNDP, with the Government's Orientation Plan serving as the overall framework for all development cooperation programmes. With regard to programme implementation, national execution will, to the extent possible, be the preferred modality. Throughout the programme period, sustained efforts will be made to develop capacity for national execution in those areas where such capacity is lacking.

II. ANALYTICAL COMMENTARY ON THE COUNTRY PROGRAMME

4. Close consultation between the UNDP field office, the Government and the Joint Consultative Group on Policy (JCGP) and United Nations partners resulted in programme coordination agreements whereby UNDP, the United Nations Population Fund (UNFPA) and the United Nations Children's Fund (UNICEF) all adjusted their programme periods. The original period planned for the fifth country programme, 1992-1996, was shortened by one year, to cover the period 1992-1995. Planning the sixth country programme for the period 1996-2000 will allow for a better overlap with the Government's Orientation Plan, which ends in the year 2000. As a result of the reduction by one year of the programme period, the original indicative planning figure (IPF) of $46,330,000 envisaged for the five years 1992-1996 will be reduced to $31,994,000, after reflecting a negative carry-over from the fourth cycle of $6 million.

5. Distribution of the available resources to the three priority themes selected for the new programme will be as follows: human development - $15 million (50 per cent of resources); development of productive resources - $9 million (30 per cent of resources); management of the development process - $6 million (20 per cent of resources).

6. Particularly worth highlighting in the human development activities envisaged are UNDP resources that will go into increasing: (a) basic education at all levels, with particular emphasis on young girls and women; (b) basic health services in low income areas and among underprivileged segments of society, including maternal and child health care; (c) the development of appropriate technology and training for the rural population, especially in the areas of water supply, agricultural transformation and conservation and basic production implements. Under the theme of management of the development process, the fifth country programme will provide for strengthened aid mobilization, management and coordination at the Ministry of Planning, through the programme approach, and by helping to facilitate the round-table process. Regional and subregional projects in management capacity, water resources planning, statistical development and environmental protection should also have a favourable impact on the country's development efforts.

III. MANAGEMENT OF PROGRAMME IMPLEMENTATION

7. The adoption of the programme approach facilitated the placement of the fifth country programme within the overall framework of the Government's 10-year Orientation Plan, thereby bringing the programme directly under Government leadership. However, since the Orientation Plan is itself subject to the dynamics of the round-table sectoral consultations process, the Government's donor partners will make regular contributions to the monitoring and management of the programme through that process. The national technical cooperation assessment and programmes (NaTCAP) process, through which a policy framework paper on technical cooperation has already been prepared by the Government, will continue to update the technical cooperation requirements throughout the new cycle. This will facilitate an ongoing tailoring of programme objectives to implementation requirements.

8. During the programme period, priority will be accorded to national execution. Sustained efforts will also be made to develop capacity in national execution in areas where it does not yet exist. Under these circumstances, the United Nations specialized agencies will be closely and practically involved in programme implementation. UNDP and the Government will seek their technical help in sectoral programming, project identification, programme and project monitoring, the provision of technical project personnel and equipment and will work with them as associates in project implementation.

9. In rural areas, every effort will be made for all programmes and projects to be identified, formulated and executed through the participatory approach. Here too, the use of NGOs and the United Nations Volunteers (UNV) programme will be emphasized in programme and project formulation as well as in implementation. To prepare for this anticipated collaboration with United Nations volunteers and NGOs, the new programme provides resources for strengthening both UNV and NGO involvement in programme delivery operations during the fifth cycle.

IV. RECOMMENDATION

10. The fifth country programme for Chad supports the development objectives of the Orientation Plan 1991-2000. It emphasizes human development, support to development management, and the development of productive resources in the rural and secondary sectors. It will also coordinate its inputs with those of other donors, especially within the United Nations family, thereby favouring complementary activities and averting duplication. It also incorporates the recently defined principal programming themes and programme management modalities of UNDP and reflects the new programme guidelines.

11. The Administrator recommends that the Governing Council approve the fifth country programme for Chad.